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AH-DDS+T 84-592

ER 84-3017

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AUG 16 1984

MEMORANDUM FOR: Executive Director

FROM:

[Redacted]  
Acting Director of Personnel

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SUBJECT: Comments on Manpower Issues for DCI Off-Site Conference

1. The Agency shares the concerns expressed under Issue V, however, we feel it is important that the Agency not become totally immersed or tied to Intelligence Community proposals on solutions to manpower problems. The Community solution to one or several of the issues may not be satisfactory or compatible with the needs of individual agencies, particularly this Agency. Therefore, the "Challenge" section should be expanded to state that both the Community and individual agencies must be prepared to provide Congress with accurate and persuasive arguments dealing with issues such as benefit and pay comparability.

2. Other issues impacting on the Agency's and the Community's ability to satisfy manpower needs are worth considering:

- In the past, the disruptions of serving overseas were compensated by a higher standard of living and a generally positive foreign attitude toward Americans. However, the increasing devaluation of the U.S. dollar and a spreading adverse, or even militant, attitude toward Americans are making it more difficult to recruit people for work overseas and to assign existing employees.
- The growing prevalence of the two-income family affects assignment and even retention. (The Agency already is seeing the impact on overseas and domestic assignments.) The retention of employees can be affected by the reassignment of an "outside" spouse. Circumstances leading to the resignation of an Agency employee may also lead to the resignation of a spouse. (Double separations have been a recent phenomenon in the Agency.)

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- The growth of dual careers for Community employees and their spouses presents special problems. The increased numbers of qualified women in skilled positions increase the likelihood of both spouses of a married couple having careers in the Community. The growth of this phenomenon presents the Community with problems involving dual assignments overseas, separated tours, or the preservation of the dormant career of an accompanying spouse. These challenges can only be expected to increase in future years.
- Employees are now more likely to question the desirability of assignments than they were in past years. These questions involve not only career issues but domestic circumstances. Family satisfaction with facilities and services is now a much bigger issue in assignments involving relocations. As a result of these changes, the Community will be increasingly faced with meeting employee demands for career satisfaction as well as family support in accomplishing employee reassignments.
- The new Federal emphasis on discouraging early retirement, a discouraging environment for second careers, and growing pressure to permit workers to work as long as they are capable will all have the effect of raising the average retirement age for Community employees. This in turn, by reducing retirements, will reduce the promotion rate. Disappointed employees may seek alternative employment. It is thus quite possible that retirement rates may stay low while resignation rates rise.

3. It is clear that there is a strong requirement for initiative that will provide the necessary high quality, representative, responsive work force while maintaining a personnel management system and program that provide a reasonable standard of living and foster a sense of self-esteem. The Agency welcomes the opportunity to discuss and confront this challenge.

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